EXCOM-83-79

DD/A Registry
File *Personnel*

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79-2549

MEMORANDUM FOR: Executive Committee Members

STAT   FROM   : [   ]
                        Secretary, Executive Committee

SUBJECT   : Clarification of the Agency's Flow-Through Policy

1. In response to the NAPA Report recommendation to "Clarify the intent and implications of a 'flow-through' policy" (pp. 99-100), the following clarification is offered for Executive Committee consideration. It is based on Mr. McMahon's response to the DDCI's charge to propose a policy in this area.

    a. The goals of the Agency's personnel policy with regard to recruitment, advancement, and attrition are to ensure the continued vitality of the career services; to maintain a well-balanced work force with regard to background, experience, and grade; and, at the same time, to ensure promotion opportunities at all grade levels.

    b. Given reasonably stable personnel ceilings, these goals can and should be maintained by coordinating normal attrition, hiring, and promotion targets. Hiring requirements and promotion targets should be reviewed and adjusted as circumstances dictate.

    c. The low three percent mechanism is to be used only to identify and deal with truly marginal employees, not competent employees doing a satisfactory job but statistically falling in the low three percent ranking.

    d. Forced attrition of productive employees will be considered only when normal attrition over a period of time will not permit attainment of a balanced experience/grade distribution, early retirement options will not satisfy the need, adjustment to lower ceilings is mandatory, or changing requirements create imbalances in desired distribution of special skills.

why not retraining people rather than forced attrition?

    e. When forced attrition is necessary it will not be applied across the board, but rather in those career services or skill categories where a true surplus exists or is predicted.

2. The Staff recommends that the Committee approve the above clarification and inform employees in an appropriate manner. We believe that it satisfies the DCI's concern for a balanced flow of personnel through each grade level by advanced planning of hiring, attrition, forced attrition (when necessary), and promotion rates.

3. Your comments are requested by 15 August 1979.

STAT

cc: D/Personnel
     Inspector General